



Conference Call of Jain Irrigation Systems Ltd.

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Ladies and gentlemen,

Welcome to the Jain Irrigation's Q2 second Quarter and first half of FY 2021 earnings conference call. We have with us today from the Company's Management Mr Anil Jain, Vice-Chairman and the Managing Director and Mr Atul Jain, Managing Director and the CFO. As a reminder all participants' lines will be in the listening mode and there will be an opportunity for you to ask questions after the presentation concludes. Please remember that it is a conference call. If you should need any assistance during the conference call, signal an operator by pressing star (*) and then 0 on your phone. This conference is being recorded. I now hand over the Conference to Mr Anil Jain, Vice-Chairman and the Managing Director. Thank you and over to you Sir.

Anil Jain:- I would like to wish everybody all the best for the current festive season and Diwali. Good afternoon and Good evening to all the listeners and all the investors, market participants who are on the call for the Jain Irrigation. We announce the result for the September quarter. Typically the September quarter is the leanest quarter for the Company and it is always historically speaking due to the continued rain during the period. This time the overall monsoon for the country has been good. But in some areas the monsoon continued up to the end October. So we are little bit slow in the October in the



current quarter as well. We are all seeing good activity in the month of November now. We expect that between now and in the month of May before the next monsoon the Company should register a good level of business. It is because rural India is comparatively doing well and its the good monsoon in most of the areas. It should be generating some good cash-flows and the investible surplus with the farming community. Having said that when we look at our overall business numbers and the metrics, this quarter we registered 4 billions rupees of revenue. Into the current quarter, it is almost the same as the last year same period. So that's the positive right because in the first quarter and in between the June quarter, our sales are bit hesitant actually compared to the last statement period. But in the September quarter, we have almost matched last year. But also at the June quarter, the standalone numbers for Jain Irrigation were close to little bit less than 5 billion rupees because in the last month of April there was lock-down till the May. We could do 4 billion rupees or 400 crore rupees at the current quarter. Around 200 million rupees also went across the current quarter. So overall in terms of manufacturing and trading, we have been good performer but not good enough because we continue to loose money. And the break-even level which we got we hope that we in the December quarter it is reached. When we look at the underlying businesses in the current quarter, the micro irrigation business has positive revenue growth. It is almost the single digit 4 – 4.2%. Our PVC pipe business in fact was almost double than same period last year. We had negative growth in the pulp and the pipes and some of the other products and divisions. So overall we came out almost at the same level later in the last year. There are two positives of the current quarter revenue. One is micro irrigation and the second is PVC pipes' where we have positive revenue growth in the current quarter. When we look at the positives for the first half or in the last six months, because of the significant



overall business in the first quarter, we will have MIS about negative -27% fighting against 25-26% or like that. So the overall first half revenue is – 29% compared to the same period in the last year. As I said at the current quarter we are at the same level. We need to brief about statistics of what happened in the first quarter due to the lock-down and Corona. We are hopeful that November thereafter to March should be good for the overall business. In terms of India Business Drive going forward into the remainder of this season, we have close to about 2006 crore rupees of orders for drip irrigation, piping and all the businesses including the projects. During this period, we have also been now restarted the completion of the pending projects. So the Company from almost last September to this June-July almost up to the August – we could not do much work in most of our projects site. First thing is due to the liquidity issue curtailed and then the family campaign discouraged. But that is all past us now and we are starting various project sites to complete the projects faster because as we complete the projects faster, it empowers us to achieve the earlier milestones. Then we will also start collecting our receivables in a specified manner. It will help improve Company cash flow and generate the new revenue and the company will have improved profitability. When we look at the profitability for the current Quarter and the way we calculate the EBIDTA, the EBIDTA is still phenomenally positive because of the lower capacity utilization. During this quarter and the earlier quarter, we have had some one-time specific expenses like cost relating to the cost of restructuring the debt or cost relating to project expenses or cost of restarting of the projects. So some of these are strictly one time additional costs which have come and that has also impacted the bottom line. It was not to be so. In the current quarter we would have seen at the real level almost double digit of EBIDTA. So that's a positive note. But in the current circumstances it is due to low capacity utilization and all other



challenges we are facing. I think it is one of the leanest quarter we are able to go into the double digit EBIDTA. It is not normalized operations basis then and as we think we keep moving forward from the present quarter which can see improved operations. While talking about the EBIDA and earnings, one thing we will notice the raw materials polymers and those costs has gone up. So from February till May, there will be significant reduction in prices of PVC resins and polymers which we use in drip irrigation and pipes business. But since then some of these costs have gone up because the oil has moved up and something like the PVC resin has a shortfall- a structural shortfall. It is expected to improve only from the fourth quarter. The next few months are going to be that way dynamic in terms of the pricing of the raw materials, price of the finished goods etc. We believe with our underlying business model, we should be able to pass on most of the increases to the market place as the industry now is developing. When we now usually look at our food business which is our subsidiary. There they had continue to suffer because of the bad onion season last time. The prices were quite high and the availability was very low. The same thing happened in the recent mango season. The weather impacted the mangoes because the material has not come to the market for the given processing the raw material was not available as the specialized product and the most of our factories are in the Western and the Southern India and most of the labour comes from Northern parts of India. Some of them have gone home and it affected the availability of labour in some plants one or the other. We could run our plant with smaller capacity and it did impact that business. Our final product has continued to be very OK.

Now when we look at ultimately the happenings on the availability of overall the global basis, some of our overseas subsidiaries continue to do reasonably OK



considering the it is against pandemic scenario. I think when I look at all our overseas subsidiaries in the current quarter, there was -9% growth which is similar in the first quarter. In the first half of business of all the overseas activities, it is approximately -8%. We have to keep that in mind, it was a six month period, there was a maximum impact due to the pandemic lock-down, our manufacturing was affected and every single country where we operate whether Algeria, UAE, Mexico, Spain, Italy, Turkey and China, we always had lock-down on Covid pandemic everywhere. This was the scenario. The overall local management CEO, CFO and the entire people and all our associates have worked hard to keep business at the even keel. We continued to maintain or run our normal operations. We continued to engage with our customers, our vendors, all our stakeholders and all communities. We have been able to continue to manage the business with the loss in the present quarter to single digit. If we look at our competition and what happened at the marketplace with all those data, our consolidated revenue for the whole group as well which is 12.6 billion rupees in this quarter in terms of the revenue. Last year we had 14 billions rupees as consolidated revenue. We are down by almost 9.8% in revenue. In the first half what we had achieved was Rs 2655 crore that is about 26 billion rupees. Last year it was about 33 billion rupees. So on a global consolidated revenue for the whole group, our overall revenue is 20% lower than the same period last year. I think as we move along with the rest of the year, we will be able to improvise on these figures. It would further reduce the deficit because the June quarter had maximum impact and the September quarter it was the lesser one. We expect that assuming that things are what they are as we are here against the lock-down, from that scenario, we have to worry about that and plan for that. I think it will normalize. We should be able to improvise on this. I would say that is a positive note but we are heading in a



quiet direction. The overall EBIDA for the consolidated period I would say it is closer to and near to 6% now. It is at the same level of last year same quarter and in the September quarter. But if we look at the first half, our margin of less than 6% is the last year same period was 10%. The reason for the reduction is because of the debt, in the last year FY 20 June till the 2019th quarter in business, everything was normal. Since then we got impacted with the liquidity issues and the lock-down. Since then things are improving as that time is passing now. Now when we did so much of revenue, so much business and the X amount of EBIDA, what does that mean to our overall cash-flow? In the current September FY20 quarter when I look at the consolidated global level, we have generated about 31 crore rupees or 300 million rupees as the net cash from the operating activity, post working Capital covid. So despite lower level of production and all other challenges we have faced with this quarter as well as for the first 6 months, we have been able to manage to create the positive cash from the operating activities from the business in the month of October 2020. Of course after the generation of positive cash, we have certain amount of traffic, the most of which is maintenance traffic and it is already only 23 crores with the last quarter on consolidated basis as against last year's same period 80 crores. It is already significantly down by 20% or so. For the first half, the traffic is hardly Rs 57 crores as against last year's Rs 130 crores. It was down by nearly (60%) 50-55% approx. When we look at the cash-flow, post capex and post payment of interest etc., it is still negative. So that's another positive point that we have been able to manage and operate our plants to the extent we can with minimum maintenance traffic and new traffic around the world. We at the Company tend to conserve our cash on that basis. But we have been able to make progress to ensure that we will now have a positive cash generation from the operations. A part of that comes from the working capital on which we have worked. When we



look at the working capital on the last September to this September, we have consolidated. In the last year at September end our overall inventory on a global level was 25 billion rupees approx. and it is now 22 billion rupees. So there is a reduction of around 3 billion rupees as well. In the case of receivables, we have reduced them by almost 850 crores and it is in dollar terms. It means approx 100-150 million Dollars reduction in any inventory and receivables. We will continue to work on further optimizing our working capital cycle. I think we will have some room for further improving on the inventory and we will have a little bit larger room for improving the receivables, especially the receivables from India. We have instructed the Government because even the Govt. receivables are coming down. But as I said we need to complete some of these milestones. State Govt. financial issue has also come up. They have some issues with the pandemic. They were not getting their GST share etc. We know all of us must have been aware of this issue. I believe those are getting addressed now. There is some gap which we will be able to ensure that we will further improve on these numbers in the December quarter and March quarter and so on. That also based on the working capital and the overall cash-flow as well as the underlying business. Overall the Company has good order book and we have been talking of the total orders that we already have. We think that augurs well for the current fiscal and we will continue to prioritize orders so that we have a faster cash generation and faster cash focus we will have. That's the overall scenario. Now in terms of the debt, there is no significant change in the debt like increasing the debt capital. There is a slight increase in debt in the June quarter but it was partly the change in the nature of the banking facility. There are earlier Letters of Credit and all that has become funded facility and it has become only a part of the accounts. But now it is the debt because of the letter of credit. So because of that reason, there were some increase in the overall debt as compared to the

June quarter. But now the overall debt at the consolidated level is close to about 65 billion rupees and as against this debt, the Company's net worth after all is placed close to 32 billion rupees as things stand. Now we have in terms of the overall debt almost on hand and good orders on hand for the remainder of the year, improving profitability, improving working capital cycle but we are still operating at significantly reduced capacity. We will need more liquidity support as we collect the receivables as we move into the busy season forward. That is going to help the Company improve on the first half performance in the second half. This performance we are now going to have is in line with our expectations and will help improve our reputation and it is in line with the resolution plan also which we have submitted to the lenders. That brings me to about the discussion about the resolution plan. The resolution plan has been discussed in the session.

Anchor:- Sir sorry to interrupt. your voice is breaking in between. You need to be closer to the device please.

Anil Jain:- Yeah! Can you now hear me well? Hello.

Anchor:- Yes Sir. This is better. You continue.

Anil Jain:- Sorry for that. The resolution plan has been discussed upon and agreed with all the banks and all the lenders. But some lenders of the working capital have worked upon these. It has been going through to get the final shape and a small revision. In principle, the things have been agreed upon. We are also going to estimate the admin agency for which the work has been going now from a month or two. I believe based on the feedback that we have with some lenders and we expect the definite resolution to that in the current quarter. We are working very closely with all the lenders to formulate the next steps so that the resolution plan can be implemented in the practical and appropriate way. It is in as much positive way as is possible. It might have been creating some impact on our operations. Before the plan was effected in the last year, the



contours of the plan has been changed much while creating some impact on our operations. It has been improving and the delay has been much unfortunate. Everybody is committed in a positive way to move forward on the resolution plan. So we will gain confidence as it will come through. From the Company side we have done whatever has to be done on that and the remainder of the process to get it completed in totality. So that's where there is the resolution plan. We are now overall as a Company going forward, our first objective is that as soon as possible break-even at the current quarter of the current fiscal start generating profitability on net basis as early as possible. Second objective is we continue to improve the working capital cycle by starting to reduce receivables and the inventory. That is possibly second priority. First priority is to complete the existing projects as fast as possible and complete our obligations there. With substantial cash-flows out of the projects receivables is the third objective. The fourth objective is to rebuild the trust in our market community with the dealer community and with the customers across India. During the last 4 to 6 quarters of issue, there is also some kind of back trade almost 40 years on before coming to the market. That is seen now. In fact that is the September quarter sales have almost matched the last year and from the December quarter, we will see positive growth. That's an ongoing scenario. That could be our fourth objective. The fifth objective is that we improve our cash-flow to understand that all our stakeholders including our suppliers, associates who work for us whose all dues of obligations towards them become current and as we do all these five things, it will automatically mean that our resolution plan will succeed. Then that should be good for the lenders. As the debt keeps coming down and the lenders make our account standard, it will be just one or two years so that there will be good news for our shareholders. So in that line and on that basis as focus, we will continue to work. That was more for India and as for as our



overseas operations are concerned, overseas subsidiaries are concerned, as I said their health is well. During the pandemic and despite the parents in precarious position, the restructuring is going on at the parent, they have been able to manage their business well. They continue to be relevant to the marketplace and their mind share in the customer base with very good products. They had innovation and that will be there. We expect our overseas business in the second half

also to register overall positive growth on a sustained annual basis. We continue to optimize the cost in our overseas businesses in terms of the people and in terms of the number of plants that we are running the production processes etc. and backing their capacity until last year. The work which started last year has continued to do us good and will continue for six months or so till this process is fully completed. From the next fiscal, already now onwards but from the next fiscal, one will start the Internet shop all that the organization is doing all that re-engineering and all that for the underlying cause and the business in the overseas annually. We are going to face the next two quarters or so the issues linked to the bad season into the food business because by just that nature, we will have to wait for the next season. We have to get the next season of mango in the next June-July and the next season of onions will start in January. So the positive impact of the next likely normal season will flow into the next. In terms of the Balance Sheet side, there is no significant change compared to the last June. There is a small amount of deduction compared to June in the receivables and if we compare it to March, inventories are down about 10% and the receivables are down by 4%. As a standalone Balance Sheet is concerned with the Balance Sheet, the inventories are down about 3% and the receivables are down about 10%. So again they are different types of businesses and different working capital cycles. But structurally all our businesses we are trying to make



them working capital efficient and maintain good relationship with all the stakeholders for all businesses. All businesses seems to be doing reasonably OK and will continue to improve once we get the current form, plan and the challenges, especially the pandemic also our liquidity situation at the parent; it has impacted us. So I think all of these has been covered by my presentation. In terms of just to cover the last issue of the pandemic, its impact and how we continued to operate 15 plants around the world. I am quite strict and during the last six months which we have operated, rather eight months around if you consider March and October, We have been able to ensure hand safety. We had hardly one or two cases of Corona who didn't survive post-covid because of the co-morbidity they had – an unfortunate situation. But keeping the large number of people come to work, overall we have ten thousand associates and the number of people who were infected was very small. All of them were cured and all of them have come back to work. We have instituted various programs for their to ensure that the they undergo rehabilitation and get themselves monitored and prevention is better than cure. With that, we continued to operate in every single way and all our associates have been empathized about the importance and not only them but their families then that's an ongoing issue. But then there are a lot of news about the vaccine – positive news in the last few days and so we hope that between now and March, we will end the current fiscal year. Good vaccines will provide stability and predictability to everybody in terms of how the next financial year will turn out over the last few days. Generally people want to forget 2020 in a hurry and move on to 2021. But we must learn our lesson from 2020 is that we should not forget lesson of 2020. As a Company we will ensure what we have suffered in the mid 2019 while 2019 was reasonably a good year. The Revenue was 8600 crore revenue and it was profitable. It was the highest revenue we have ever achieved and 27 lakhs were



significant losses especially relating to the receivables and then the pandemic came along. As a company an adversity of a company can be sometimes an opportunity and we have taken this adversity to our hearts. That's how we operate and we believe that new model will reduce cost, better operating capacities, re-engineering whatever we have done. Now as the liquidity comes, the recovery of receivables and the resolution plan provided from the vendor side, I think the combination of these would allow the company come back quickly and in a robust way to what we do well already. We have the best possible products in the world and the way we present our customers and we think continuing that would provide value which can be shared with our stakeholders. The shareholders will also get rewarded so we will retain our focus on that as we along. During the pandemic, most of the management team – some of them were working from home; some came to the office and whenever possible continued to stay fully engaged and we have been able to retain 98-99% of all the management people as well as people in shop floor despite delay in payment of salaries. How we have faced the challenges? I must appreciate the decision for all our associates - the people who work in the Company for staying with the Company as well as stake of our shareholders. Our lenders and our suppliers stayed with us during this difficult time. Having said that, I would now draw my presentation to the close and you can take few questions. I wish everybody all the best for the Diwali and the festivity. Thank you.

Anchor:- Thank you very much. We will now begin the question and answer session. Anyone who wishes to ask the questions may please turn on their mobile phone. If you want to ask the questions, you may press 1 on their telephones. Participants are expected to use the handsets for asking any questions. Ladies and Gentlemen, we will wait for a moment while the questions



crew assembles. The first question is from the line of Kanchan ----- an individual investor. Please go ahead.

Mr Kanchan:- Hello

Anchor:- Yes Mr Kanchan. The handset is in talk mode.

Kanchan:- Congratulations and happy Diwali! Sir I want to know about your irrigation business. You are the second largest micro-irrigation player in the world.

Anil Jain:- Yeah!

Kanchan:- I want to know the individual largest investor.

Anil Jain:- I am sorry I didn't get him.

Kanchan:- I want to know about your micro-irrigation business. I want to know that What benefits do you enjoy as the second largest manufacturer and are your customers loyal to you?

Anil Jain:- That's a good question. In India, our market share has been significantly high about 40% plus approximately and some of our business like micro irrigation in India we pioneered in India. The business we have in the US which we have acquired companies which began operation in the 1960s. The business we have through our Company in Israel, they have been in business from 1940. So it is a very long experience and time. There is a fact that some of our businesses has survived for so long. 50 years- 60 years – 70 years and so. It is only because we make very good quality products accompanied by good services. We enjoy that loyalty and we make that in the most impact of the Covid. Even then our competition business in June quarter was down by 15-20%. Our people managed to retain business so that it was down only 8 to 9%. Now they could have maintained the same line of business with no reduction. We have in fact more demand and all that. But our liquidity situation did not allow us to fulfill those orders. So we are addressing those issues. But most



important thing that we have earned as a Company is the loyalty and trust of our customers. That is going to allow us to continue to surge going forward. When we talk of the customer loyalty, in India there are 12 crore or 120 million farmers and we have reached a very small portion of those farmers as of now. There are a lot more for which we can still go for in the next decade. So this loyalty is important and it is there because we believe in customers and that is what Jain is known for. We give solutions which really matters to them.

Mr Kanchan:- I am asking this because in India, the rates are very lower. Why not come to made in India? Jay Bharat. Why are not you trying to exploring whole of India? Hello.

Anil Jain:-Hello. Yeah! I could hear only the last part of your question? Why we are not exploring the whole of India? As far as I understood the part, I will answer. While we started in Maharashtra and now I would say we operate in Maharashtra, Gujarat, MP, Tamil Nadu, Karnataka, Andhra and Telangana. We are doing quite well in drip irrigation in these states. We have started doing a good amount of work in Rajasthan and Haryana. We have also opened our account in UP and Bihar. We have done some amount of work definitely in Uttarakhand and Himachal Pradesh etc. We still need to do a lot more in the eastern parts of India. I think that you will see that in 2 to 3 years, we have planned that we will have a dealer in almost in every tehsil across India. We want to broad-base it to almost.

Investor:- Hello.

Anchor:- Yeah! Please proceed.

Anil Jain:- Yeah! I couldn't hear you.

Anchor:- Sir we actually lost your audio for last at least 10 seconds.



Anil Jain:- No. I was saying that to answer the question. We have a plan that we will be doing more robust effort to sell more products in the Northern and Eastern parts of India over next few months.

Anchor:- Thank you. The next question is in the line from Parag Khare, TCS. Sir please go ahead.

Investor:- Good Afternoon Sir. Thank you for the opportunity. Sir on the debt resolution plan is little late. We were expecting it by the end of March but because of the pandemic, it came late. When will be our debt resolution plan implemented? Will there be any liability? Will it have any impact on our operations and earnings? We will stand to benefit immediately as and when the plan is implemented Let us say in the January to March quarter. Can we expect some benefit from the planning implemented? Or is it the next fiscal year when we start doing it from the ground?

Anil Jain:- Yeah! While I am unable to share more specific details of the plan as you know that it is being updated but directionally I can share with you that as soon as the plan is getting implemented, certain amount of interest which has been accrued and all the books will get reversed and there could be a gain coming to the Profit & Loss A/c. From that day onwards, for the debts that we have; we will be having a lower interest. The third part will be there will be a lead of certain amount of working capital into the business which would allow us to get a better revenue and so on. There is going to be multiple kind of benefit as soon as the plan is implemented. As I said even the delay is there, due to pandemic, we have lost 6 to 8 months. The plan is effective last year June 2019 so that does not change. The benefits which have to come effective from the starting date the plan had already happened that is 30th June 2019. Overall as the plan gets implemented, we should have some good benefits. It should allow us to operate in a normal way, reduce our cost, improve our earnings and



reverse some of our losses. It will ensure that we make certain amount of repayments to all the lenders so that our account will become standard and more investment grade.

Investor:- Sir my second question is on the overall business. We have been with your Company since a long time with our journey from 3 crores to 253 crores. We had 8600 crores rupees lying in finances. May be we can go back to that glory which is a history now and then we should accept little lesser number of compliance and little less number of tax. What is your take? Can we expect the glory in 2 or 3 years?

Other Person:- I think one thing I am certain that the glory will be there.

Anil Jain:- So I think more important is that revenue number. Rather you will see that the revenue number, we will have better margin and better cash flow. That goes to the important. It will be more in terms of numbers or in terms of the revenue, I don't know how the Covid pandemic plays out – the second wave, the third wave and how long the vaccine immunity stays. We don't know those issues will play out. But I can share with you that demands or the requirements from the customers will be strong. So as soon as we will become normalized from the debt resolution and some of the improvements in our working life cycle by reduction of receivables and bringing that liquidity into the business. I think that there is a good gap between the management and the whole capacity. We can go back to that. Now the timings is a question mark just now. Whether it happens in 2 years or 3 years, one does not know. One cannot commit but the direction is there. Definitely not only we will go back to where we came from but we should do better because when you think of drip irrigation especially, the penetration level in the market is itself so low in India or the overseas; we can have definite business for the next few decades if not for the few quarters. We have scale and we have the brand. We have innovation. One should sort out



this commercial liquidity cash-flows and the debt part of it. I think we will come back clean. That's what I believe and not just we but our entire management and the associates are thousands of people who believe in that. That's why we are working so hard.

Investor:- OK Sir. All the best for the remainder of the year.

Anil Jain:- Thank you.

Investor:- Thank you for the opportunity.

Anchor:- Thank you for remaining with us. If anyone wants to ask any question, he would start with 1 at the same. The next question is from the line of Girish Gopani from Girish Securities. Please go ahead.

Girish:- Thank you for the opportunity. I am asking this question as that many times about the debt restructuring plan, shareholders value becomes zero. Are we asking for much haircut from the lenders? Or We are asking for only interest and the schedule of it?

Anil Jain:- If you look at our Company, you are only looking at just the books and not the Company. I think that at least 4 or 5 times of the current share price; the Company has intrinsic shareholder value already today. Even though it is not reflected because of the losses and earlier we are saying that temporary issues. But that will move forward once the restructuring is in place. There should be accretive effect in the shareholders' value. The way the restructuring plan is getting restructured and due to the confidential reason right now, I can't discuss the details. It is going to allow Company to generate shareholder value and we will also ensure that all our debt to all lenders become more customable and more standard debt and so on. So it's win-win scenario. It's not the one at the cost of another. This is the resolution plan which is good for lenders as well as for the shareholders both. Once it is announced, you will see that what I am



saying is right. You will be able to see the proofs of that over the next few quarters.

Girish:- Sir you are going to have our investor in food business and this Rs 4300 crore orders that we have. Which steps you are going to take?

Anil Jain:- Some of these orders are already a part of other orders close to I would say 50% needs to be executed in the next nine months. As for the remainder of the 50%, I would say over 18 months.

Girish:- Thank you Sir.

Anil Jain: Thank you.

Anchor:- Thank you ladies and gentlemen. I now hand over the conference over to Mr Anil Jain for his closing comments.

Anil Jain:- Yes. Thank you for listening and thank you for the support of all the market participants, investors, shareholders and stakeholders. We are committed to a positive growth and positive cost for the Company which should be balanced for all the stakeholders. It is not one stakeholder at the cost of another. We have a lot of confidence on the moving forward in a positive way and in the direction which we have expressed over the last two quarters. We wish all the best and let's hope we get over this pandemic and over the next six or nine months. In the meanwhile, we are going to improve our business environment. Thank you.

Anchor: Thank you ladies and gentlemen on behalf of Jain Irrigation Systems Ltd and conclude the conference. Thank you for joining us.